DOCUMENT RESUME

ED 050 020 SP 004 825

AUTHOR	Allen, Dwight
TITLE	[Reports of the Leadership Training Institute for School Personnel Utilization.]
INSTITUTION	Massachusetts Univ., Amherst. School of Education.
SPONS AGENCY	Office of Education (DHEW), Washington, D.C. Bureau of Educational Personnel Development.
PUB DATE	70
NOTE	58p.
EDRS PRICE	EDRS Price MF-$0.65 HC-$3.29
DESCRIPTORS	*Annotated Bibliographies, Catalogs, *Differentiated Staffs, *Information Centers, *Instructional Materials, *Leadership Training, *Services, Staff Utilization
IDENTIFIERS	*School Personnel Utilization

ABSTRACT

The first of these two reports lists and briefly describes services available from the Leadership Training Institute for School Personnel Utilization (LTI-SPU). These services include visits, teacher exchange, direct training activities, distribution of training materials, and information dissemination. The second report contains an annotated bibliography of basic references on differentiated staffing, a bibliography of all materials available at the SPU Resource Center, information on ordering bibliography entries, and a list of school personnel utilization projects funded for 1970-71 by USOE. (RT)

ED050020

Leadership Training Institute for School Personnel Utilization

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY

Dwight W. Allen, Director

School of Education
University of Massachusetts
Amherst, Massachusetts 01002

RESOURCE CENTER

S P004825

A PROGRAM OF:
U.S. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
OFFICE OF EDUCATION
BUREAU OF EDUCATIONAL PERSONNEL DEVELOPMENT

BASIC REFERENCES ON DIFFERENTIATED STAFFING [redacted]

BIBLIOGRAPHY OF ALL MATERIALS AVAILABLE AT SPU RESOURCE CENTER [redacted]

ORDERING BIBLIOGRAPHY ENTRIES [redacted]

LIST OF SCHOOL PERSONNEL UTILIZATION PROJECTS 1970-71 FUNDED BY U.S.O.E. [redacted]

SCHOOL PERSONNEL UTILIZATION [redacted]

BASIC REFERENCES ON DIFFERENTIATED STAFFING

This list of selected references will provide basic information on differentiated staffing to personnel who are studying the concept or are setting up an information system within an organization. Many perspectives are represented in these introductory materials - university, NEA, AFT, project director, superintendent, classroom teacher, state department. We highly recommend the materials published by NEA TEPS and by AFT; ordering information is given in the back of this booklet. An additional packet of materials is available from the Resource Center; when ordering these ask for the packet, Introduction to Differentiated Staffing. The NEA and AFT materials cost approximately eight dollars. The Resource Center packet costs ten dollars including postage.

Allen, Dwight W. "A Differentiated Staff: Putting Teacher Talent to Work." Occasional papers No. 1. NEA TEPS. 1967. pp. 7.

Views teachers as interchangeable parts and current staffing patterns as inefficient. Proposes a four-level model and lists advantages of this kind of differentiated staff.

Allen, Dwight W. "Needed: A New Professionalism in Education." Washington, D.C.: AACTE. May, 1968.

A discussion of educational professionalism as a concept in need of overhaul. Suggests methods of redefining professionalism which include role and task analysis, appropriate evaluation techniques, performance criteria and revised training programs.

Barbee, Don. "Differentiated Staffing: Expectations and Pitfalls." NEA TEPS. Write-In Papers on Flexible Staffing Patterns. No. 1. March, 1969. pp. 7.

Various dangers - economy as a goal, using assistants as teachers, creating status and personality conflicts, overspecializing, increased bureaucracy - of differentiated staffing are highlighted.

Bhaerman, Robert D. Several Educators' Cure for the Common Cold Among Other Things or One Unionist's View on Staff Differentiation. QuEST Paper #7. Department of Research, AFT. Washington, D.C. n.d. pp. 13.

Takes the hierarchial design of differentiated staffing head on questioning the motives and the efficacy of vertical teacher differentiation. Argues the feasibility of establishing different teaching roles of relative importance, and maintains there is no way to establish a master (or minor) teaching role. Presents three alternatives: teacher certification changes; inservice training options; and continuous progress - a self evaluation technique.

Bhaerman, Robert D. "A Study Outline on Differentiated Staffing." QuEST Report on Differentiated Staffing #2. Department of Research. American Federation of Teachers. Washington, D.C. 1969. pp. 22.

AFT position on differentiated staffing and merit pay. Weighs advantages and disadvantages of differentiated staffing. Comments on current differentiated staffing literature. Comprehensive bibliography.

Classroom Teachers Speak on Differentiated Teaching Assignments. NEA. 1969. pp. 28.

"Identifies the opinions and concerns of a representative group of classroom teachers from all parts of the United States on how differentiated staffing can and should relate to the improvement of educational opportunity for students and how differentiated staffing can and should relate to classroom teachers as individuals, as part of a school system staff, and as members of the professional associations." - foreward.

Davies, Don. "Education Professions Development: Investment in the Future." American Education. February, 1969. HEW - U.S.O.E.

Describes the EPDA and its objectives to individualize instruction and "open up" the teaching profession.

Edelfelt, Roy A. Differentiated Staffing: Inter-personal Relationships and the Changing Educational Community. A speech to the Florida Twenty-Fourth Annual Supervisors Conference. October, 1968. pp. 9.

Organizational climate, the relationship between people within a school is emphasized, and in this regard the need for teachers to be relieved of some of the oppressing tradition of roles and attitudes is discussed. Some characteristics of a more self-actualizing staff are described.

Edelfelt, Roy A. "Is Differentiated Staffing Worth Risking?" National Commission on Teacher Education and Professional Standards. 1969. pp. 6.

Discusses definition of differentiated staffing, manpower problems, staff development, professional levels, criticisms, and teacher involvement.

Edelfelt, Roy A. "Redesigning the Education Profession." NEA TEPS. January, 1969. pp. 17.

Analyzes the teacher's role, teaching as a career, teacher supply and demand, the promise of a new differentiated staff organization and the governance of the education profession.

Edelfelt, Roy A. "The Teacher and His Staff: Differentiated Roles for School Personnel." Mimeographed paper. NEA TEPS. n.d. pp. 7.

Describes the shortcomings of existing staffing patterns and roles, and makes assumptions about the unmanageability of present teaching roles. Pictures the Trump model, the Head Start model and the Teacher and His Staff model.

English, Fenwick. Differentiated What? Unpublished position paper for the Mesa Public Schools Conference on Differentiated Staffing. Mesa, Arizona. 1970. pp. 13.

One of the best historical overviews of school staffing starting from the 19th century and continuing through present day structures with flexible scheduling and differentiated staffing. Includes the need for specialization, individualization, communication, and humanization.

English, Fenwick. "Et Tu, Educator, Differentiated Staffing." Write-In Papers on Flexible Staffing Patterns. No. 4. August, 1969. pp. 23.

The Temple City model is described as one solution to pressing problems of education today. The goals, promises, dangers and an evaluation of differentiated staffing are discussed.

English, Fenwick. A Handbook of the Temple City Differentiated Staffing Project, 1965-1970. An Up-to-Date Revision of Project Procedures and Policies. June, 1970. pp. 44.

The bible for the differentiated staffing grandfather - Temple City. It includes the history of the Temple City model, how it was designed, who planned, what it consists of specifically, what its roles are, salaries, personnel and major events. The best look at a fully developed differentiated staffing model.

English, Fenwick. "Teacher, May I? Take Three Giant Steps! The Differentiated Staff." Phi Delta Kappan. December, 1969. (pp. 211-214). pp. 4.

Changing roles are not necessarily synonymous with changing attitudes about learning. Some of the real dangers of differentiated staffing without adequate preparation are analyzed.

English, Fenwick. "Temple City Unified School District. An Interim Evaluation of Oak Avenue Intermediate School: Differentiated Staffing/Flexible Scheduling." Mimeographed paper. December, 1968. pp. 12.

Comments on the success and problems of implementing a differentiated staff made from an analysis of thirty-eight 10-30 minute interviews with teachers in a differentiated school.

Frinks, Marshall L. "A Readiness for Differentiated Staffing: Questions Relevant to Development and Training Activities." Information Report #2. Department of Education of Florida. October, 1969. pp. 8.

Presents questions any educator must ask before contemplating a change in staffing pattern.

Frinks, Marshall L. and Perkins, Cynthia. "Florida Teachers Speak on Differentiated Staffing." Bureau of Curriculum and Instruction. Division of Elementary and Secondary Education. October, 1969. pp. 20.

A collection of seven papers written at the Teachers' Write-In Conference on Differentiated Staffing sponsored by the Florida Department of Education. Several views of differentiated staffing as expressed by Florida classroom teachers.

Hedges, William D. "Differentiated Teaching Responsibilities In the Elementary School." Copied from The National Elementary Principal. September, 1967. pp. 11.

Contends that elementary schools are not utilizing teacher differences. Constructs a model for a differentiated elementary school staff. Also a position paper by the NEA Department of Elementary School Principals.

Joyce, Bruce R. "Man, Media, and Machines." NEA TEPS. 1967. pp. 26.

Pictures a Direct-Instruction Team and its support centers. Predicts the school of tomorrow and how students and teachers will function in it. A program designed to complement the nature of learning.

McKenna, Bernard H. "The Development of School Staffs." San Francisco State College. n.d. pp. 6.

Analyzes a total staff development program which would include recruitment to the profession, training, selection by schools, induction, continuous professional growth and plans for reparation. He relates these factors to each other and to the concept of differentiated staffing.

McKenna, Bernard H. "School Staffing Patterns and Pupil Interpersonal Behavior: Implications for Teacher Education." NEA TEPS. 1967. pp. 23.

Builds a staff organization from the basis of human relations and learning tasks. Differentiates teaching roles accordingly.

"New Careers in Teaching: Differentiated Staffing." The Temple City Story. (Brochure). 1969. pp. 12.

The brochure describes the Temple City Model - its origin, its teachers and administrators' roles, its goals, training program and evaluation.

Olivero, James. "Quality Assurance: Challenge to Educators." Mimeographed paper. 1969. pp. 12.

Starting with a mythical teacher malpractice suit, questions are asked about accountability for learning. Establishing performance criteria and a differentiated staff are first steps.

Olivero, James L. and Edward A. Buffie, Editors. Educational Manpower. Indiana University Press. 1970. pp. 365.

"A collection of articles based on the premise that if a better educational program is to be achieved in public schools, more economical use must be made of teachers' professional abilities... alternatives for accomplishing new staffing patterns in schools, for seeking more powerful devices to obtain quality controls in the classrooms, and for finding ways to make the job of the teacher more manageable and rewarding (are illustrated)." - jacket.

"A Position Statement on the Concept of Differentiated Staffing." NEA TEPS. May 11, 1969. pp. 8.

The TEPS Commission endorses differentiated staffing as worthy of a trial. Developmental steps are suggested. Definitions consistent with NEA goals are stated.

Rand, John M. and English, Fenwick. "Towards a Differentiated Teaching Staff." Copied from Phi Delta Kappan. January, 1968. pp. 12.

Fundamental and global rationale for differentiated staffing. Role description. Resistance to change.

"Remaking the World of the Career Teacher." NEA TEPS. 1966. pp. 228.

Report of the 1965-1966 Regional NEA TEPS Conferences. A composite of speeches and papers focusing on the title. An attempt to define excellence in teaching and to redefine the teaching role.

Ross, Marlene. "Preparing School Personnel for Differentiated Staffing Patterns: A Guide to Selected Documents in the ERIC Collection 1966-68." ERIC 1969. pp. 74.

An ERIC publication listing 114 documents on differentiated staffing. Teacher-administrator relationships, media, roles, team teaching, curriculum organization and innovations are included.

Ryan, Kevin A. "A Plan For a New Type of Professional Training for a New Type of Teaching Staff." Occasional papers. No. 2. NEA TEPS. 1968. pp. 12.

Education courses and student teaching are viewed skeptically. Sequence performance criteria and simulated teaching experiences are suggested training for candidates for a differentiated staff.

Stiles, Lindley J. "Certification and Preparation of Education Personnel in Massachusetts." Copied from Phi Delta Kappan. April, 1969. pp. 4.

Summary of an advisory report on certification for Massachusetts Advocates distinctive performance levels and teacher self-regulation.

"The Teacher and His Staff: Differentiated Teaching Roles." NEA TEPS. 1969. pp. 120.

Report of the 1968 Regional NEA TEPS Conferences. Ten papers deal with need for teacher specialization, relevant curriculum, principalship, team teaching, teacher education, planned-charge strategy and critiques of current education assumptions.

BASIC REFERENCES ON DIFFERENTIATED STAFFING WHICH
CAN BE OBTAINED DIRECTLY FROM NEA OR AFT

Allen, Dwight. "A Differentiated Staff: Putting Teacher Talent to Work."

Barbee, Don. "Differentiated Staffing: Expectations and Pitfalls."

Bhaerman, Robert D. Several Educators' Cure for the Common Cold Among Other Things or One Unionist's View of Staff Differentiation.

Bhaerman, Robert D. "A Study Outline On Differentiated Staffing."

Classroom Teachers Speak on Differentiated Teaching Assignments.

Edelfelt, Roy A. "Redesigning the Education Profession."

Edelfelt, Roy A. "The Teacher and His Staff: Differentiated Roles for School Personnel."

English, Fenwick. "Et Tu, Educator, Differentiated Staffing."

Joyce, Bruce. "Man, Media and Machines."

McKenna, Bernard. "School Staffing Patterns and Pupil Interpersonal Behavior: Implications for Teacher Education."

"A Position Statement on the Concept of Differentiated Staffing."

"Remaking the World of the Career Teacher."

Ryan, Kevin A. "A Plan for a New Type of Teaching Staff."

"The Teacher and His Staff: Differentiated Teaching Roles."

BASIC REFERENCES ON DIFFERENTIATED STAFFING WHICH
CAN BE OBTAINED FROM THE RESOURCE CENTER

Allen, Dwight W. "Needed: A New Professionalism in Education."

Edelfelt, Roy A. Differentiated Staffing: Interpersonal Relationships and the Changing Educational Community.

Edelfelt, Roy A. "Is Differentiated Staffing Worth Risking?"

English, Fenwick. Differentiated What?

English, Fenwick. A Handbook of the Temple City Differentiated Staffing Project, 1965-1970. An Up-To-Date Revision of Project Procedures and Policies.

English, Fenwick. "Teacher, May I? Take Three Giant Steps! The Differentiated Staff."

English, Fenwick. "Temple City Unified School District. An Interim Evaluation of Oak Avenue Intermediate School: Differentiated Staffing/Flexible Scheduling."

Frinks, Marshall L. "A Readiness for Differentiated Staffing: Questions Relevant to Development and Training Activities."

Frinks, Marshall and Perkins, Cynthia. Florida Teachers Speak on Differentiated Staffing.

Hedges, William D. "Differentiated Teaching Responsibilities In the Elementary School."

"New Careers in Teaching: Differentiated Staffing."

Olivero, James. "Quality Assurance: Challenge to Educators."

Rand, John M. and English, Fenwick. "Towards a Differentiated Teaching Staff."

Stiles, Lindley J. "Certification and Preparation of Education Personnel in Massachusetts."

BIBLIOGRAPHY OF ALL MATERIALS

AVAILABLE AT

SPU RESOURCE CENTER

Abstract of the Report of the Subcommittee on Training - Education Task Force - Planning 1971-1975. U.S. Department of Health, Education, and Welfare. Office of Education. Bureau of Educational Personnel Development. Division of Assessment and Coordination. July 18, 1969. pp. 7.

Accountability in DPSC Programs: Bureau of Elementary and Secondary Education. Mimeographed paper. n.d. pp. 2.

Advantages of the Self-Contained Classroom. Mimeographed paper. n.d. pp. 4.

Allen, Dwight W. "A Differentiated Staff: Putting Teacher Talent to Work." Occasional Papers No. 1. NEA TEPS. 1967. pp. 7.

Allen, Dwight W. "A Differentiated Teaching Staff." Mimeographed paper. September, 1969. pp. 7.

Allen, Dwight W. "Needed: A New Professionalism in Education." Washington, D.C.: AACTE. May, 1968.

Allen, Dwight W. and Kline, Lloyd. Differentiated Staffing. Mimeographed paper. n.d. pp. 23. Not to be duplicated.

Allen, Dwight W. and Ryan, Kevin A. A Perspective on the Education of Teachers in California in 1980. State of California Department of Education. November 1, 1966.

"An Analysis of the Use of Teacher Time in Virginia." Bulletin 49 (December, 1966). Virginia State Department of Education, Division of Educational Research.

"An Annotated Bibliography on Auxiliary Personnel in Education." Prepared by Bank Street College of Education for USOE. January, 1969. pp. 100.

Anderson, Robert H. Bibliography on Organizational Trends in Schools. Center for the study of Instruction. NEA. 1968. pp. 35.

Anderson, Robert H. "Organizational Character of Education: Staff Utilization and Deployment." Review of Educational Research. October, 1964. pp. 15.

Anderson, Robert H. "Some Types of Cooperative Teaching in Current Use." National Elementary Principal. January, 1965. pp. 5.

Anderson, Robert H. "Team Teaching." NEA Journal. March, 1961. pp. 3.

Anderson, Robert H. "Three Examples of Team Teaching in Action." Nation's Schools. May, 1960. pp. 4.

Anderson, Robert; Hagstrom, Ellis A.; and Robinson, Wade M. "Team Teaching in an Elementary School." Change and Innovation in Elementary School Organization. (Selected Readings) Compiled by Maurie Hillson. New York: Holt, Rinehart and Winston, 1966.

"Auxiliary Personnel in the Elementary School." National Elementary Principal 16 (May, 1967).

"Auxiliary School Personnel." NEA TEPS. 1967. pp. 20.

Barbee, Don. "Differentiated Staffing: Expectations and Pitfalls." NEA TEPS. Write-In Papers on Flexible Staffing Patterns. No. 1. March, 1969. pp. 7.

Bartlett, D.B. "Non-Teaching Assistants: A Southend Experiment." Times Educational Supplement. No. 2615:29; July 2, 1965.

Beaubier, Edward W. "Experiences With Differentiated Staffing." Reprinted from Today's Education. March, 1969. pp. 2.

Bern, H.A "Wanted: Educational Engineers." Phi Delta Kappan. XLVIII (January, 1967).

Bhaerman, Robert D. "A Study Outline On Differentiated Staffing." Quest Report on Differentiated Staffing #2. Department of Research. American Federation of Teachers. Washington, D.C. 1969. pp. 22.

Bhaerman, Robert. Needed: A Conceptual Framework for Collective Bargaining in Education. Quest Paper #9. Department of Research, AFT. Washington, D.C. n.d. pp. 10.

Bhaerman, Robert. Quality Teaching: Some New Thoughts on AFT's Role in Inservice Education. Quest Paper #3. Department of Research, AFT. Washington, D.C. n.d. pp. 7.

Bhaerman, Robert D. The Role of the AFT in Teacher Education. Quest Paper #1. Department of Research, AFT. Washington, D.C. n.d. pp. 6.

Bhaerman, Robert D. Several Educator's Cure for the Common Cold Among Other Things or One Unionist's View of Staff Differentiation. Quest Paper #7. Department of Research, AFT. Washington, D.C. n.d. pp. 13.

Bhaerman, Robert D. Which Way For Teacher Certification? Quest Paper #2. Department of Research, AFT. Washington, D.C. n.d. pp. 12.

Biddle, Bruce J. and Others. Role of the Teacher and Occupational Choice: Vol. 4, Studies in the Role of the Public School Teacher. Washington, D.C.: U.S. Department of Health, Education, and Welfare, Office of Education, Cooperative Research Program. June, 1961. pp. 146.

Biddle, Bruce J. Studies in the Role of the Public School Teacher: Vol. B, Bibliographies on Role Terms, Role Conflict, and the Role of the Teacher. Washington, D.C.: U.S. Department Of Health, Education, and Welfare, Office of Education, Cooperative Research Program. June, 1961. pp. 143.

Biddle, Bruce J. Studies in the Role of the Public School Teacher: Vol. D, Bibliographies on Role Methodology and Propositions. U.S. Department of Health, Education and Welfare, Office of Education, Cooperative Research Program. January, 1963. pp. 123.

Biddle, Bruce J. and Others. Studies in the Role of the Public School Teacher: Vol. 2, General Characteristics of the School Teacher's Role. Columbia: University of Missouri, Social Psychology Laboratory. June, 1961. pp. 193.

Biddle, Bruce J. and Others. Studies in the Role of the Public School Teacher: Vol. 1, Orientation, Methods and Materials. Columbia: University of Missouri, Social Psychology Laboratory. June, 1961. pp. 269.

Brannick, J.J. "How to Train and Use Teacher Aides." Phi Delta Kappan 48 (October, 1966).

Brustein, Robert. "The Case for Professionalism." Copied from New Republic. April 26, 1969. pp. 3.

Bryan, R.C. Student Reactions and Merit Salary Schedules (Faculty Contribution Series . Western Michigan University School of Graduate Studies, Series IV, No. 2. July, 1958. pp. 67.

Career Opportunities Program: Guidelines 1970. Office of Education, Washington, D.C. April, 1969. pp. 52.

Chadwick, Clifton. Information Report #3. A Readiness for Differentiated Staffing: Instructional Management. Florida State Department of Education. November, 1969. pp. 7.

Chaffee, John Jr. "First Manpower Assessment." American Education. HEW-U.S.O.E. February, 1969. pp. 2.

Chaffee, John Jr. and Wagner, Patricia. "Teachers DO Make a Difference." Reprinted from American Education. May, 1970. pp. 2.

Charters, W.W. "Is There a Field of Educational Engineering?" Educational Research Bulletin. Ohio State University. 1945.

Chesler, Mark A. and Barakat, Halim I. The Innovation and Sharing of Teaching Practices I-A Study of Professional Roles and Social Structures in Schools; Final Report. Ann Arbor: Michigan University, Institute for Social Research. July, 1967. pp. 259.

Clarke, S.C.T. "Negotiating for Professionalism. Canadian Experience with Negotiation." Conference Report. NEA TEPS. June 24-27. 1969. pp. 5.

Classroom Teachers Speak on Differentiated Teaching Assignments. NEA. 1969. pp. 28.

The Classroom Teacher Speaks on His Supportive Staff. Report of the Classroom Teachers National Study Conference on the Classroom Teacher and his supportive staff. Department of Classroom Teachers. NEA. November, 1966. pp. 36.

Connors, Joy. "Building a Career Ladder." American Education. HEW - U.S.O.E. February, 1969. pp. 3.

Corey, Arthur F. The Responsibility of the Organized Profession for the Improvement of Instruction. NEA, Center for the Study of Instruction. 1967.

Corrigan, Dean C. "Humanizing the Education of Human Beings." Speech delivered at the San Antonio Conference, Designing and Implementing Educational Programs for Disadvantaged Mexican Americans. San Antonio, Texas. March 28, 1969.

Corrigan, Dean C. "Some Examples of Teaching Specialities in Future Differentiated Staff Plans." Mimeographed paper. n.d.

Corrigan, Dean C. "Strategies for Implementing Differentiated Staffing." Mimeographed paper. n.d.

Creative Developments in the Training of Educational Personnel. U.S.O.E. 1969. pp. 92.

Crenshaw, Joseph W. "Staff Organization and Utilization in Elementary and Secondary Schools." Florida State Department of Education. January 1, 1969.

Crenshaw, Joseph W. and Smith, Rodney. "Differentiated Staffing (Technology in Education)." Mimeographed Paper. State Department of Education of Florida. n.d. pp. 10.

Culkin, Rev. John N. S.J. "Changing Resistance to Change." A Special Report. The National Laboratory for the Advancement of Education. November, 1968. pp. 4.

"Current Training Requirements and Recommendations for a Media Specialists Program." BEPD - U.S.O.E. Addressed to the Director, Leadership Training Institute for Media Specialists. September, 1969. pp. 25.

Dady, Milton, Editor. An In-Service Training Manual for Teacher-Aides. Office of Research and Development, Morehead State University, Morehead, Kentucky for the United States Office of Economic Opportunity. 1969. pp. 224.

Daniel, K. Fred. "Performance Assessment and Performance Based Teacher Education: The Florida Plan." Prepared in the Bureau of Teacher Education, Certification, and Accreditation; Department of Education; State of Florida. August 22, 1969. pp. 10.

Darland, D.D. "Negotiating for Professionalism: Negotiations in Context." Conference Report. NEA TEPS. June 24-27, 1969. pp. 5.

Davies, Don. "Come Out From Under the Ivy." reprinted from American Education. March, 1970. pp. 3.

Davies, Don. "Education Professions Development; Investment In the Future." American Education. February, 1969. HEW - U.S.O.E.

Defining Teacher's Competencies. National Commission on Teacher Education and Professional Standards - Report of Special Group A. DeKalb Conference. 1955.

Denmark, George W. "Teacher Education and the Changing Role of Teachers" in Teacher Education: Action for Americans. Washington, D.C.: AACTE. 1969.

Developing and Strengthening Programs for the Education of Teachers and Related Educational Personnel. (A Possible 1970 Technical Amendment to the Education Prefessions Development Act.) A USOE Paper Developed for Discussion Purposes Only - Draft. pp. 5.

Differentiated Staffing Bibliography.

"Differentiated Staffing." Outline of Set of Ten Videotape Contents. Temple City: Instructional Systems Associates. n.d. pp. 3.

"Differentiated Staffing Seen Needing More Study." Florida Times-Union, Jacksonville. January 18, 1969. p. B-2.

"Differentiated Staffing: What Is It?" (editorial). Colorado School Journal. February 17, 1970. p. 1.

"Differentiated Staffing Workshop." University of Massachusetts. Amherst, Massachusetts. June 23-27, 1969. pp. 3. (not to be duplicated).

Differentiated Staff Models: Four Sample Types of Staffing Patterns Identified by the National Commission on Teacher Education and Professional Standards. pp. 4.

"Differentiated Staffing." Copied from Nations Schools. Vol. 85, No. 6. June, 1970. pp. 7.

"Differentiated Teaching Staff: A New Concept." Copied from NEWS of the National Committee for Support of the Public Schools. January, 1970. pp. 2.

"Directory of Institutions of Higher Learning Offering Training Programs for Auxiliary Personnel in Education." Prepared by Bank Street College of Education for the U.S.O.E. January, 1969. pp. 105.

Edelfelt, Roy A. Differentiated Staffing: Interpersonal Relationships and the Changing Educational Community. A Speech to the Florida Twenty-Fourth Annual Supervisors Conference. October, 1968. pp. 9.

Edelfelt, Roy A. "Is Differentiated Staffing Worth Risking?" National Commission on Teacher Education and Professional Standards. 1969. pp. 6.

Edelfelt, Roy A. "Redesigning the Education Profession." NEA TEPS. January, 1969. pp. 17.

Edelfelt, Roy A. "The Teacher and His Staff: Differentiated Roles for School Personnel." Mimeographed paper. NEA TEPS. n.d. pp. 7.

The Education Professions: A Report on the People Who Serve Our Schools and Colleges - 968, As Required by the Education Professions Development Act. U.S. Department of Health, Education and Welfare. Office of Education. June, 1969. pp. 387.

Education Professions Development Act: Programs for 1970-71. Training Projects/Fellowships. U.S. Department of Health, Education and Welfare, Office of Education . Bureau of Educational Personnel Development. February, 1970. pp. 44.

Education Task Force - A Report on the Subcommittee on Training. Planning 1971-1975. U.S.O.E. July 18, 1969.

Eisner, Elliot. Instructional and Expressive Educational Objectives; Their Formulation and Use in Curriculum. Mimeographed paper. n.d. pp. 22.

Emphasis. NEA TEPS. April, 1967. pp. 15.

English, Fenwick. "The Ailing Principalship." Copied from the Phi Delta Kappan. November, 1968. pp. 5.

English, Fenwick. A Brief Summary of Evaluation Efforts to Assess Differentiated Staffing and Flexible Scheduling in the Temple City Schools. Prepared for The State Department of Education Evaluation Team Visitation. February 4, 1970. pp. 5.

English, Fenwick. "Differentiated Staffing: Giving Teaching a Chance to Improve Learning." Department of Education of Florida. September, 1968. pp. 17.

English, Fenwick. "Differentiated Staffing: Refinement, Reform or Revolution?" Copied from ISR Journal I (Fall, 1969). pp. 14.

English, Fenwick. Differentiated What? Unpublished position paper for the Mesa Public Schools Conference on Differentiated Staffing. Mesa, Arizona. 1970. pp. 13.

English, Fenwick. "Et Tu, Educator, Differentiated Staffing." Write-In Papers on Flexible Staffing Patterns. No. 4. August, 1969. pp. 23.

English, Fenwick. A Handbook of the Temple City Differentiated Staffing Project, 1965-1970. An Up-To-Date Revision of Project Procedures and Policies. June, 1970. pp. 44.

English, Fenwick. "An Interim Evaluation of Oak Avenue Intermediate School: Differentiated Staffing; Flexible Scheduling." Mimeographed paper. December, 1968. pp. 12.

English, Fenwick. Is the School Principal Obsolete? A paper written for SPEIR, Title III, ESEA PACE Center for Imperial and Riverside Counties to stimulate thought and discussion on critical issues of innovation and education. January, 1968. pp. 11.

English, Fenwick. Results of First Student Attitude Inventory. March 24, 1969. Mimeographed paper. pp. 13.

English, Fenwick. "Teacher, May I? Take Three Giant Steps! The Differentiated Staff." Phi Delta Kappan. December, 1969. (pp. 211-214). pp. 4.

EPDA, Planning Coordination Committee. (Dwight Allen, Chairman). "Planning The Development of the Education Profession." Report to the U.S. Commissioner of Education. November 15, 1967. pp. 40.

Esbensen, Thorwald. Using Performance Objectives. Florida State University. Tallahassee, Florida. November, 1969. pp. 23.

Esbensen, Thorwald. Writing Instructional Objectives. Mimeographed paper. pp. 7.

Essex, Martin. New Concepts in Teacher Utilization. Columbus, Ohio State Department of Education; April 29, 1967. pp. 16.

Evaluation of Classroom Teachers. NEA. Research Division, Research Report 1964-R14 (October, 1964).

The Evaluation Sequence." Florida Project. Mimeographed paper. n.d. pp. 10.

Examples of Differentiated Staffing. MESPU. Mimeographed paper. n.d. p. 1.

Eye, Glen G. and others. Relationship Between Instructional Change and the Extent to Which School Administrators and Teachers Agree on the Location of Responsibilities for Administrative Decisions. Madison: University of Wisconsin, 1966. pp. 254.

Facility Development for Independent Study Programs. A Proposal for a Continuous Program of Independent Study from Elementary Through Secondary Education. Niskayuna Central School District #1. Schenectady, N.Y. pp. 6.

Factors in Teaching Competencies. Report of Special Group A, Albany Conference, National Commission on Teacher Education and Professional Standards. 1954.

Fitzgerald, Ronald J., "A System Approach to Individualizing Instructional Programs." Mimeographed paper. 1968. pp. 21.

Fitzgerald, Ronald J., "Amherst-Pelham Regional School System: Differentiated Staffing Patterns." 1968. 16 Master Projectuals. Not to be duplicated.

Flanders, N.A. Teacher Influence, Pupil Attitudes and Achievement. U.S. Office of Education Cooperative Research Project No. 397. Minneapolis: University of Minnesota, 1960.

Flexible Modular Scheduling Training Session Report. Conducted by: Educational Associates, Ft. Lauderdale, Florida. Florida Department of Education, Division of Elementary and Secondary Education. Bureau of Curriculum and Instruction. January, 1970. pp. 51.

Florida Flexible Staff Organization Feasibility Study Interim Report. State Department of Education. Talahassee, Florida. February, 1969 pp. 71.

"The Florida Parent Education Model." Florida University. Gainesville College of Education. U.S.O.E. Prepared for the Atlanta Follow Through Workshop. ERIC. 1968. pp. 8.

Frinks, Marshall L. Florida Network - Determination of the Validity and Effectiveness of Flexible Staffing Patterns. Mimeographed paper. n.d. pp. 6.

Frinks, Marshall and Perkins, Cynthia. Florida Teachers Speak on Differentiated Staffing. Bureau of Curriculum and Instruction. Division of Elementary and Secondary Education. October, 1969. pp. 20.

Frinks, Marshall L. "A Readiness for Differentiated Staffing: Questions Relevant to Development and Training Activities." Information Report #2. Department of Education of Florida. October, 1969. pp. 8.

Frinks, Marshall L. "A Readiness for Differentiated Staffing: Related Research Topics." Department of Education of Florida. September, 1969. pp. 4.

Frinks, Marshall L. and Sharpes, Donald K. "Key Elements: Time-Space-Personnel." Copied from Florida Schools November-December, 1969. pp. 3.

Gallup, George. "A Survey of the Public's Attitudes Toward the Public Schools." 1969 Gallup International. Mimeographed paper. Princeton, New Jersey. pp. 30.

Georgiades, William and Others. Selected, Annotated Bibliography Relating to New Patterns of Staff Utilization. Salem: Oregon State Department of Education. July, 1965. pp. 109.

Grotke, E.M. "Professional Distance and Teacher Evaluation." Phi Delta Kappan 34(January, 1953). pp. 4.

Growth Dynamics at SWCEL. Mimeographed paper. pp. 13.

A Handbook of Team Teaching in the Elementary Schools. Baltimore, Md.: Baltimore Public Schools. July, 1963. pp. 21.

Harman, Willis. Context for Education in the Seventies. December, 1969. pp. 19.

Harrington, Kevin B. "Paying Teachers to Teach." Compact. December, 1968. pp. 2.

Hedges, William D. "Differentiated Teaching Responsibilities In the Elementary School." Copied from The National Elementary Principal. September, 1967. pp. 11.

Hegstrom, Raymond E. "Differentiated Staffing: A New Deal or A Stacked Deck for Florida Teachers." In the Florida edition of the American Teacher . February, 1969.

"Higher Education Personnel Training Programs 1969-1970." EPDA - U.S.O.E. pp. 45.

Hottleman, Girard. "Negotiating for Professionalism: The Place of Negotiations in the Improvement of Curriculum and Instruction." Conference Report. NEA TEPS. June 24-27, 1969. pp. 14.

Howe, H. "Manpower Crisis: How 12 Districts Are Beating It." School Management 10(August, 1966). pp. 10.

Howe, Harold II. The People Who Serve Education. A Report on the State of the Education Professions by the U.S. Commissioner of Education. U.S.O.E. ERIC. 1968. pp.11.

Howe, Harold II. The People Who Serve Education. A Report on the State of the Education Professions by the U.S. Commissioner of Education, 1966-1968. January, 1969. pp. 34.

Instances of Educational Change Through Title VIII of ESEA. Mimeographed paper. n.d. pp. 1.

"Institute for Training Follow Through Personnel in Parent Participation and Education." Florida University. Gainsville. College of Education. U.S.O.E. ERIC 1968. pp. 11.

Instructions for Completing Proposal 9 Summary Form (OE 7219). U.S. Government Printing Office: 1969 344-846 (2130). pp. 12.

Instrument to Analyze and Describe Teacher Behaviors. ECCO. Syracuse, New York. pp. 25.

Jones, Leon. "Projects Selected for In-Depth Evaluation." Mimeographed paper. U.S.O.E. pp. 12.

Jones, Leon. "Standard Evaluation Criterion. EEPD - U.S.O.E. Career Opportunities Program. July, 1969. pp. 6.

Jordan, Daniel C. Report on the Task Force Meeting on Task Analysis and Role Definition. Indiana State University. 1967. pp. 17.

Joyce, Bruce. "Man, Media, and Machines." NEA TEPS. 1967. pp. 26.

Joyce, Bruce. "The Principal and His Staff." The National Elementary Principal. September, 1968. pp. 6.

Joyce, Bruce R. "Staff Utilization." Review of Educational Research. 37(June, 1967). pp. 14.

Joyce, Bruce R. and Harootunian, Berj. The Structure of Teaching. Chicago: Science Research Associates, 1967.

Kirkpatrick, Laurence and Shambeck, Lillian. An Evaluation of Staff Utilization Projects in the Centinela Valley Union High School District. Hawthorne, Calif.: Centinela Valley Union High School District, 1963. pp. 121.

Klausmeier, Herbert J. and Others. Project Models- A Facilitative Environment for Increasing Efficiency of Pupil Learning and for Conducting Educational Research and Development. Madison: Wisconsin University, June 1967. pp. 39.

Klopf, Gordon J. and Bowman, Garda W. and Joy, Adena. A Learning Team: Teacher and Auxiliary. Prepared by the Bank Street College of Education for U.S.O.E. U.S. Government Printing Office. 1969. pp. 163.

Koff, Robert H. "The School as An Operating System." Mimeographed paper. Stanford University. School of Education. April, 1969. pp. 24.

Krumbein, Gerald. "How to Tell Exactly What Differentiated Staffing Will Cost Your District." American School Board Journal. May, 1970. pp. 6.

Krumbein, Gerald. "The Determination of Personnel Costs Involved in the Creation of a Differentiated Staff." Mimeographed paper. Stanford University. School of Education. 1969. Not to be duplicated.

Lambert, Philip. Classroom Interaction, Pupil Achievement, and Adjustment in Team Teaching As Compared with the Self-Contained Classroom. Madison: The University of Wisconsin, 1964. pp. 272.

Lausberg, Clem. The Strategy for the 70's in Florida Public School Finance. Florida Legislative Intern Program. October, 1969. pp. 72.

Leadership Training Institute Plan of Operation, Proposal, and Budget-March 1, 1970 to June 30, 1971. MESPU. pp. 22.

"Learning Accountability Put Into Practice." Copied from Education U.S.A. November 10, 1969. p. 1.

Lessinger, Leon. "Accountability for Results: A Basic Challenge for America's Schools." Reprinted from American Education . June-July, 1969. pp. 7.

Lessinger, Leon. "After Texarkana, What?" Reprinted from Nation's Schools. December, 1969. pp. 4.

Lessinger, Leon. Educational Engineering: Managing Environmental and Institutional Change to Increase Educational Productivity. A Memorandum to Bureau of Elementary and Secondary Education. December 23, 1969. pp. 4.

Lessinger, Leon M. and Allen, Dwight H. "Performance Proposals for Education Funding: A New Approach to Federal Resource Allocation." Copied from Phi Delta Kappan. November, 1969. pp. 2.

Lierheimer, Alvin P. "An Anchor To Windward." NEA TEPS. Write-In Papers on Flexible Staffing Patterns. No. 2. April, 1969. pp. 15.

Lindvall, C.M. and Bolvin, John O. The Preparation of Teachers for Individually Prescribed Instruction. Learning Research and Development Center, University of Pittsburgh. February, 1968. pp. 14.

"Locus of Change: Staff Utilization Studies." NASSP Bulletin 66. January, 1962. NEA. pp. 322.

Luft, Max and Lujan, Janice. Quality Assurance. SWCEL. Albuquerque, New Mexico. December, 1969. pp. 10.

Massachusetts Advisory Council on Education. Teacher Certification and Preparation in Massachusetts. Report No. 1. The MACE Report. June, 1968.

McAshen, H.H. Differentiated Staffing: Questions and Answers. Mimeographed paper. November 25, 1968.

McAshen, H.H. Miscellaneous Rational for a Philosophy of Differentiated Schooling. n.d. pp. 8.

McCall, William A. Measurement of Teacher Merit. Raleigh, N.C.: State Superintendent of Public Instruction (Pub'n No. 284), 1952. pp. 40.

Meals, Donald W. Heuristic Models for Systems Planning. Copied from Phi Delta Kappan. January, 1967. pp. 4.

MESPU Abstracts of Funded Projects, 1970-1971.

McGrail, John M. "Differentiated Staffing - A Tool for the Times." Mimeographed paper. 1969. pp. 15.

McKenna, Bernard. "School Staffing Patterns and Pupil Interpersonal Behavior: Implications for Teacher Education." NEA TEPS. 1967. pp. 23.

McKenna, Bernard. "A Selected Annotated Bibliography on Differentiated Staffing." NEA TEPS and ERIC Clearinghouse. October, 1969. pp. 15.

Metzner, Seymour. "The Teacher Preparation Myth: A Phoenix Too Frequent." Phi Delta Kappan. L(October, 1968).

Micro-Teaching. An I/D/E/A Inc. Occasional Paper. Dayton, Ohio . pp. 8.

Miles, Michael. "Whose University?" Copied from New Republic. April 26, 1969. pp. 3.

Miller, Richard I., editor. Perspectives on Educational Change. New York: Appleton-Century-Crofts, 1967. pp. 400.

Model Elementary Teacher Education Program. Final Report. University of Massachusetts. et al. 1968. Not to be duplicated.

Model of Proposed Differential Staffing Pattern. Niskayuna Public Schools, Niskayuna, N.Y. n.d. pp. 8.

"Montgomery County Education Association Blocks School Board Merit-Pay Plan". The Washington Post. March 10, 1959. pp. 2.

Moore, Hollis H. A Bibliography on Differentiated Staffing. Marin County EPDA Staff Differentiation Project. n.d. pp. 7.

Moore, Hollis H. Marin County EPDA Staff Differentiation Project: A Proposal for Continuation EPDA Funding to Implement Differentiated Staffing. November 30, 1969. pp. 10.

Morrison, R. Ruel, Jr. "Is Specialization the Answer? The Departmental Classroom Revisited." Copied from The Elementary School Journal. January, 1968. pp. 7.

Morsh, J.E. and Wilder, E.W. Identifying the Effective Instructor: A Review of the Quantitative Studies 1900-1952. Research Bulletin AFPT RC-TR-54-44. October, 1954. Canute Air Force Base: Training Aids Research Laboratory, Air Force Personnel and Training Research Center.

Mort, Paul R. Progress Report on the School of 1980. Unpublished manuscript. New York: Metropolitan School Study Council, 1962.

Nachtigal, Paul. A Computerized Approach to the Individualizing of Instructional Experiences. Boulder Valley, Colorado: Boulder Valley Public Schools. pp. 22.

NEA Statements and Publications on Teacher Evaluation. Research Memo 1962-17. NEA, Research Division. May, 1962.

"Negotiating for Professionalism: Negotiating Non-welfare Items in Master Agreements." Conference Report. NEA TEPS. June 24-27, 1969. pp. 8.

"New Careers in Teaching: Differentiated Staffing." The Temple City Story. (Brochure). 1969. pp. 12.

Noar, Gertrude. "Teacher Aides at Work." NEA TEPS. 1967. pp. 32.

"Notes on Problems Related to the Education Professions Development Act." U.S.O.E. Office of Program Planning and Evaluation. September, 1967. pp. 41.

Nunney, Derek N. "Evaluation and Monitoring and Strategies for Implementation." U.S.O.E. Prepared for Career Opportunities Program Workshop Conference, June, 1969. pp. 21.

Oakley, Joseph. ESEA Title III: Its Effect on the Niskayuna Schools. Mimeographed paper. n.d. pp. 7.

Oakley, Joseph. Research and Development in the Niskayuna Schools. Niskayuna Public Schools, Schenectady, N.Y. December, 1968. pp. 5.

Ohlendorf, Karl H. "Negotiating for Professionalism: Negotiating for Instruction in Michigan." Conference Report. NEA TEPS. June 24-27, 1969. pp. 12.

Olivero, James L. Development: A Position Paper. SWCEL. Albuquerque, New Mexico. n.d. pp. 12.

Olivero, James. "Quality Assurance: Challenge to Educators." Mimeographed paper. 1969. pp. 12.

Olivero, James L. and Buffie, Edward G., editors. Educational Manpower. Indiana University Press. 1970. pp. 365.

Olson, Paul A. "Training the Teachers of Teachers." American Education. HEW-U.S.O.E. February, 1969. pp. 2.

Payne, Arlene. "The Study of Curriculum Plans." Schools for the 70's. NEA Center for the Study of Instruction for Project MACSI. NEA. 1969. pp. 45.

Pearl, Arthur. "Educational Change Why-How-For Whom." From unedited speeches. Distributed by the Human Rights Commission of San Francisco. Mimeographed paper. n.d. pp. 18.

Pearl, Arthur. "New Careers and the Manpower Crisis in Education." NEA Symposium on Educational Manpower. Washington. 1967. pp. 19.

Pearl, Arthur. "New Careers: One Solution to Poverty. " Mimeographed paper. School of Education, University of Oregon. n.d. pp. 33.

Peck, Donna. Discussion Guide for Film: "The Quiet Revolution." Prepared for U.S.O.E. by Southwestern Cooperative Educational Laboratory, Inc. n.d. pp. 9.

Pitts, Nathan. Division of Assessment and Coordination. Letter to Dwight Allen on MESPU/LTI Panel in Palo Alto and List of Funded Projects. February 17, 1970. pp. 4.

"A Position Statement on Certification and Accreditation." NEA TEPS. May 5, 1969. pp. 4.

"A Position Statement on the Concept of Differentiated Staffing." NEA TEPS. May 11, 1969. pp. 8.

Preparation and Submission of Proposals. MESPU. Mimeographed paper. n.d. pp. 5.

Pre-School Parent Program. Oakland, Calif.: Oakland Public Schools, Oakland Interagency Project, 1965. pp. 11.

The Preservice-Inservice Continuum. Deans' Conference: Differentiated Staffing-Implication for Teacher Training. November 17-18, 1968. pp. 19.

Procedures for Diagnosis of Assessments of Teacher Behavior in the Classroom. n.d. pp. 7.

A Program to Provide Training to Implement a Performance Assessment System. Mimeographed paper. 1970. pp. 8.

Progress Report on Continuing Survey of Research on Teacher Evaluation. New York State Teachers Association. August, 1959.

"Progress Report on Continuing Survey of Research on Teacher Evaluation." Research Service. Special Memo. N Y.S. Teachers Association. Albany, N.Y. August, 1959. pp. 10.

A Project Proposal to the Kettering Foundation: The Temple City Differentiated Staffing Project. Submitted by the Temple City Unified School District, Temple City, California. August, 1966. Mimeographed paper. pp. 22.

"A Project to Formulate and Describe the Characteristics of Humane Secondary School Environments." CFK Ltd. Denver. Abstract No. 6. Mimeographed paper. pp. 11.

"Proposal Completed for Flexible Staff Organization Feasibility Study." Copied from Supervisors Summary. Winter, 1969. Florida State Department of Education. pp. 1.

"Proposal to Develop and Implement an Exemplary Pilot Program for Training New Personnel to Serve in Differentiated Staff Roles." Broward County Board of Public Instruction. Mimeographed paper. n.d.

Proposed Utah State Plan for Differentiated Staffing. Utah State Department of Education, Salt Lake City, Utah. 1968.

1969-70 Provisions for Teacher Evaluation, New York State. (RD Publication No. 69-70:14). New York State Teachers Association. September, 1969. pp. 15.

Questions and Answers About Differentiated Staffing. Massachusetts Federation of Teachers. Spring, 1969.

Rand, J. John. "A Case for Differentiated Staffing." Copied from CTA Journal. March, 1969. pp. 5.

Rand, John M. and English, Fenwick. "Towards a Differentiated Teaching Staff." Copied from Phi Delta Kappan. January, 1968. pp. 12.

"The Real World of the Beginning Teacher. " NEA TEPS. 1965. pp. 90.

"References on Teacher Evaluation." NEA- Research Division. ARL 66-5. June, 1966. pp. 11.

"Remaking the World of the Career Teacher." NEA TEPS. 1966. pp. 228.

Remmers, H.H. and Others. "Report of the Committee on the Criteria of Teacher Effectiveness." Journal of Educational Research 22(June, 1952). pp. 26.

Remmers, H.H. and Others. "Second Report of the Committee on Criteria of Teacher Effectiveness." Journal of Educational Research 46(May, 1953). pp. 18.

Report of the First Workshop on Team Teaching for the Comprehensive First-Year Program. Raleigh, N.C.: Department of Public Instruction, Comprehensive School Improvement Project. September, 1964. pp. 11.

A Report to the MESPU Panel on the Northfield Conference. (October 29-31, 1969). Mimeographed paper. pp. 22.

"Resource Materials on Teacher Evaluation." New York State Teachers Association. Information Service Memorandum. October, 1969. pp. 5.

Rioux, J. William. Sub-Professionals and Schools. Washington, D.C.: U.S. Department of Health, Education, and Welfare; Office of Education; June, 1964. pp. 13.

The Role of Field Teacher and Field Assistant. Oakland, Calif.: Oakland Public Schools, Oakland Inter-agency Project, 1965. pp. 4.

Ross, Marlene. "Preparing School Personnel for Differentiated Staffing Patterns: A Guide to Selected Documents in the ERIC Collection 1966-68." ERIC 1969. pp. 74.

"Rules and Regulations for Administration of Employer-Employee Relations." Temple City Unified School District. n.d.

Ryan, Kevin A. "A Plan for a New Type of Professional Training for a New Type of Teaching Staff." Occasional papers. No. 2. NEA TEPS. 1968. pp. 12.

"Salary Recognition for Meritorious Service: Selected References." NEA - Research Division. ARL 69-3. Washington, D.C. June, 1969. pp. 11.

Schmuck, Richard. "Developing Teacher Decision-Making Through Process Interventions." Oregon University. Eugene. Center for Advanced Study of Educational Administration. ERIC. 1969. pp. 11.

School Staffing for the Seventies. Alternatives to the Status Quo: Bibliography. 21 references from Marin County Superintendent, Corte Madera, Calif. pp. 3.

Selden, David. Evaluate Teachers. QuEST Occasional Paper #4. Department of Research, AFT. Washington, D.C. n.d. pp. 14.

Selden, David and Bhaerman, Robert. Instructional Technology and the Teaching Profession. QuEST Paper #6. Department of Research, AFT. Washington, D.C. n.d. pp. 14.

Selden, David. Teacher Workload and Teacher Dropout. QuEST Paper #5. Department of Research, AFT. Washington, D.C. n.d. pp. 10.

"Selected Material In Teacher Evaluation." New York State Teachers Association. Research Division. August, 1969. pp. 11.

Sharp, Eric (AP). "NAACP Threatens Blanket Suits in School Mix Drive." Copied from Tallahassee Democrat, Sunday, Jan. 11, 1970. pp. 1.

Sharpes, Donald K. "Computers in Education." Reprint from The Clearing House. Vol. 13. No. 3. November, 1968. pp. 4.

Sharpes, Donald. "Differentiating Teachers and the Self-Fulfilling Hypothesis." The California Journal for Instructional Improvement. December, 1969. pp. 5.

Sharpes, Donald K. "Differentiated Teaching Personnel: A Model for the Secondary School." Arizona State University. Doctoral Dissertation. June, 1969. pp. 133.

Sharpe, Donald M. "Studying Teacher Classroom Behavior To Determine How Paraprofessionals Can Help In the Classroom." NEA TEPS Write-In Papers on Flexible Staffing Patterns. No. 3. May, 1969. pp.19.

Silberman, Charles E. "Technology is Knocking at the Schoolhouse Door." Fortune. 74(August, 1966).

Simon, Kenneth A. and Grant, W. Vance. "Digest of Educational Statistics." National Center for Educational Statistics. HEW - U.S.O.E. 1968. pp. 145.

Smith, B.D. and Others. A Tentative Report on the Strategies of Teaching. U.S. Office of Education Cooperative Research Project No. 1640. Urbana: Bureau of Educational Research, University of Illinois, 1966.

Smith, Richard J. and Klausmeier, Herbert J. The Development of a Facilitative Environment for Learning and Research Through R/I Units in the SecondarySchool, 1966-1967. Madison: Wisconsin University. May, 1967. pp. 14.

Smith, Richard J. and Klausmeier, Herbert J. The Development of a Facilitative Environment for Learning and Research Through R/I Units in the Secondary School, 1966-1967. Madison: Wisconsin University. July, 1967. pp. 14.

Smith, Rodney. "New Patterns of Differentiated Staffing." Education Summary. May 15, 1969.

Smith, Rodney. "A Teacher is a Teacher is a Teacher?" Florida Schools. September-October, 1968. pp. 5.

SOLVE. Brochure. New Hampshire State Department of Education.

Sprague, Hall T. "Human Relations School Model (Doing Things Right)". Prepared for CFK Ltd. Mimeographed paper. Western Behavioral Sciences Institute. La Jolla, California. n.d. pp. 43.

"State Commissioner Speaks on Flexible Staff Utilizing." Position paper. Department of Education of Florida. September, 1969. pp. 9.

State of Florida. Teacher Training and Evaluation Materials. pp. 7.

Stiles, Lindley J. "Certification and Preparation of Education Personnel in Massachusetts." Copied from Phi Delta Kappan. April, 1969. pp. 4.

Stoddard, George G. "Generalists and Specialists in the Elementary School." Crucial Issues in Education. Third edition. (Edited by Henry Ehlers and Gordon C. Lee.) New York: Holt, Rinehart, and Winston, 1964.

Stretching the School Salary Dollar. Prepared by Citizens League School Personnel Committee. Minneapolis, Minnesota. July, 1969. pp. 28.

Subcontract Between the LEA for the Texarkana Drop-Out Prevention Program and Dorsett Educational Systems, Inc. Mimeographed paper. pp. 11.

Suggested Related Research Topics on Differentiated Staffing. Bibliography. pp. 3.

Summary Findings -The North East Regional Conference on Quality Educational Standards in Teaching. March 7-8, 1969. QuEST Report #1. Department of Research, AFT. Washington, D.C. pp. 11.

"Survey of School Staffing Characteristics." U.S.O.E. National Center for Educational Statistics. Washington, D.C. April, 1969. pp. 15.

SWCEL Installation Plan Quality Control Concept. SWCEL. Albuquerque, New Mexico. pp. 17.

Szakaluan, Pat. "Is There Room For Teacher Decision Making?" Mimeographed paper. 1969. pp. 6.

"Teacher Evaluation." National Elementary Principal 43(November, 1963). pp. 65.

"Teacher Hierarchies - Good or Bad?" Florida Times-Union, Jacksonville. January 4, 1969.

The Ladder: Auxiliary Educational Career Unit Newsletter I(Winter 1969-70). Board of Education of the City of New York. pp. 12.

"The Teacher and His Staff: Differentiated Teaching Roles." NEA TEPS. 1969. pp. 120.

"The Teacher and His Staff: Selected Demonstration Centers." NEA TEPS. 1967. pp. 143.

"The Teacher: Programmed?" Copied from American Educator. September, 1969. pp. 1.

"Team Teaching Has Many Forms." English Journal 53(November, 1964). pp. 7.

Team Teaching in Elementary Grades. Washington, D.C.: Educational Research Service. December, 1965. pp. 20.

"Tutoring by Students." Copied from The School Review 77(September-December, 1969). pp. 9.

The Union Looks at Differentiated Staffing: A Position Paper. Florida AFT Committee on Differentiated Staffing. February, 1969.

University of Colorado and Cherry Creek Schools. "Teacher Preparation 1969." Brochure. pp. 2.

Using Teacher Aides to Help Pupils. State of Florida Department of Education. January 5, 1970. pp. 12.

Utah School Merit Study Committee. Report and Recommendations. 1958. pp. 33.

Valencia, Atilano A. Flexible - Modula Scheduling and Related Instructional Strategies. SWCEL, Inc. Albuquerque, New Mexico. July, 1969. pp. 27.

Weber, George and Marmion, William H. Merit Pay and Alternatives: Descriptions of Some Current Programs. Washington, D.C.: Council for Basic Education, Occasional Paper No. 16, 1969.

Weissman, Rozanne. "A New Way of Organization: Pros and Cons of Differentiated Staffing." Copied from Maine Teacher. March, 1969. pp. 3.

West, Jonathan P. "Negotiating for Professionalism: The Scope of the Collective Negotiations in Selected Urban and Suburban School Systems: Implications for Public Policy." NEA TEPS. Conference Report. June 24-27, 1969. pp. 11.

What We Need To Know About Educational Manpower. Prepared by the National Commission on Teacher Education and Professional Standards, NEA. 1968. pp. 15.

Wickens, Elaine. "Discussion Guide for Film Strip 'I Am a Teacher Aide.'" Prepared for U.S.O.E. by Bank Street College of Education. January, 1969. pp. 12.

Wirth, Arthur G. "A New Hierarchy for the Teaching Profession?" Changing Education. Winter, 1967. pp. 3.

Why Have Merit Plans for Teachers' Salaries Been Abandoned? Research Report 1961-63. NEA, Research Division. 1961.

Woodbury, Jack (editor). MESPU Panel Meeting. Rickey Hyatt's House, Palo Alto. February 7-8, 1970. Mimeographed paper. pp. 11.

Woodbury, Paul. "Education in America: New Horizons for Educated Women." Copied from Saturday Review. July 19, 1969. pp. 1.

Yeomans, Edward. Education for Initiative and responsibility, Comments on a Visit to the Schools of Leicestershire County. April 1967. (Second Edition). Boston: National Association of Independent Schools, February, 1968.

NON-WRITTEN MEDIA

Audio Tapes (unedited)

1. Discussion with the project director and parents in Beaverton, Oregon of the differentiated staffing plan there.

2. Discussion with the leadership group of the Harvard School of Education about their high school project in Portland, Oregon.

3. Discussions with superintendent, administrators, teachers and parents of Kansas City about their development of a differentiated staff.

4. Discussion with master and senior teachers in Temple City, California about the changing role of administrators, decision-making, and evolving roles of upper-level teachers.

5. Jack Rand, the Superintendent of Schools - talks about the Temple City model, the meaning of decision-making, and the need for relevancy and priorities in education today.

6. Marshall Frinks, Jack Rand and Donald Sharpes - talk about differentiated staffing at the state level (Florida), the local level (Temple City) and the national level (U.S.O.E.-MESPU) respectively.

7. Dwight Allen - Educational perspectives. The Dean of the University of Massachusetts School of Education establishes new precedents in organization, staffing, and the process of change for public education.

8. Daniel Jordan - A former Rhodes scholar views differentiated staffing as a natural out-growth of human development facilitating human potential.

9. Peter Wagshall - Differentiated staffing on an ad hominem basis; namely, finding the best people and putting them together with youngsters. Many extraordinary alternatives for school staffing.

10. Rose Claffey - Differentiated Staffing in a historical context. A sometimes skeptical, but always honest appraisal of differentiated staffing as viewed by a "spokesman of teachers" and an AFT vice-president.

11. William Gaige, Lloyd Kline, Alvin Lierheimer - Views of differentiated staffing from the perspective of state government. Problems of promoting change via the state, especially concerning teacher certification.

NON-WRITTEN MEDIA

12. Atron Gentry - leads a panel discussion on the promises and failures of career programs for paraprofessionals in an urban environment.

Video Tapes (Unedited)

Same locales and personnel as audio tapes 1,2, and 3.

Films

Write to or call the Resource Center for film information and rental or purchase arrangements. Films are available on many subjects including:

Differentiated Staffing

Team Teaching

Alternative Staffing Models

Students as Teachers

Performance Criteria

Task Analysis

Professional Development

NON-WRITTEN MEDIA

Slide - Tape Presentations

Three completed programs of a projected series on differentiated staffing are available for purchase or rental. Write to or call the Resource Center for information about the completed programs. The first three titles are:

1. "The Need for More Effective School Personnel Utilization"
2. "Components of Differentiated Staffing"
3. "Planning for Differentiation"

Single Concept Films

Prices for a series of five-minute films on differentiated staffing and other innovative practices may be obtained by writing to:

Images for Education
Att. Dorothy Newman
88 Hope St.
Greenfield, Massachusetts

Video Presentations

Prices for a series of 10 thirty-minute tapes on differentiated staffing by Jack Rand, Joseph Conte, Fenwick English and others may be obtained by writing to:

Instructional Systems Associates
Box 337
Temple City, California 91780

ORDERING FROM SPU RESOURCE CENTER

Write to:

SPU Resource Center
School of Education
University of Massachusetts
Amherst, Massachusetts 01002

Call: 413-545-0941

We will make one copy of any paper (exceptions indicated on bibliography) requested at a cost of five cents for each page. Arrangements can be made for the rental or purchase of audio - visual materials. When ordering written materials, please list complete title and the number of pages, as indicated in the bibliography. Make check or money order payable to SPU Resource Center.

NEA TEPS Publications

Order from:

National Commission on Teacher Education and Professional Standards
NEA
1201 Sixteenth Street, N.W.
Washington, D.C. 20036

Discounts:

Unless otherwise specified, NEA prices are for single copies and are subject to the following discounts: 2-9 copies of the same title, 10%; 10 or more copies, 20%. To bookstores or other agencies for resale purposes, 20% on shipments to one address.

Orders which amount to $2.00 or less must be accompanied by payment (postage stamps not accepted). NEA will pay shipping and handling charges on all orders accompanied by payment. Orders not accompanied by payment will be billed with shipping and handling charges added.

Make checks payable to the National Education Association.

AFT Publications

Order from:

Department of Research
American Federation of Teachers
1012 14th St. N.W.
Washington, D.C. 20005

For a listing of reports and papers currently available.

BIBLIOGRAPHY ENTRIES WHICH CAN BE OBTAINED DIRECTLY

FROM:

NEA
1201 Sixteenth Street, N.W.
Washington, D.C. 20036

OR:

AFT
Department of Research
American Federation of Teachers
1012 14th Street, N.W.
Washington, D.C. 20005

Allen, Dwight W. "A Differentiated Staff: Putting Teacher Talent to Work." NEA.

Anderson, Robert H. Bibliography on Organizational Trends in Schools. NEA.

Anderson, Robert H. "Team Teaching." NEA.

Auxiliary School Personnel." NEA.

Barbee, Don. "Differentiated Staffing: Expectations and Pitfalls. NEA.

Bhaerman, Robert D. "A Study Outline On Differentiated Staffing." AFT.

Bhaerman, Robert D. Needed: A Conceptual Framework for Collective Bargaining in Education. AFT.

Bhaerman, Robert D. Quality Teaching: Some New Thoughts on AFT's Role in Inservice Education. AFT.

Bhaerman, Robert D. The Role of the AFT in Teacher Education. AFT.

Bhaerman, Robert D. Several Educators' Cure for the Common Cold Among Other Things or One Unionist's View of Staff Differentiation. AFT.

Bhaerman, Robert D. Which Way For Teacher Certification? AFT.

Clarke, S.C.T. "Negotiating for Professionalism. Canadian Experience With Negotiation." NEA.

Classroom Teachers Speak on Differentiated Teaching Assignments. NEA.

The Classroom Teacher Speaks on His Supportive Staff. NEA.

Corey, Arthur F. The Responsibility of The Organized Profession for the Improvement of Instruction. NEA.

Darland, D.D. "Negotiating for Professionalism: Negotiations in Context." NEA.

Edelfelt, Roy A. "Is Differentiated Staffing Worth Risking?" NEA.

Edelfelt, Roy A. "Redesigning the Education Profession." NEA.

Edelfelt, Roy A. "The Teacher and His Staff: Differentiated Roles for School Personnel." NEA.

Emphasis. NEA.

English, Fenwick. "Et Tu Educator, Differentiated Staffing." NEA.

Evaluation of Classroom Teachers. NEA.

Hottleman, Girard. "Negotiating for Professionalism: The Place of Negotiations in the Improvement of Curriculum and Instruction." NEA.

Joyce, Bruce. "Man, Media and Machines." NEA.

Lierheimer, Alvin P. "An Anchor to Windward." NEA.

McKenna, Bernard. "School Staffing Patterns and Pupil Interpersonal Behavior: Implications for Teacher Education." NEA.

McKenna, Bernard. "A Selected Annotated Bibliography on Differentiated Staffing." NEA.

NEA Statements and Publications on Teacher Evaluation. NEA.

Noar, Gertrude. "Teacher Aides at Work." NEA.

Ohlendorf, Karl H. "Negotiating for Professionalism: Negotiating for Instruction in Michigan." NEA.

Payne, Arlene. "The Study of Curriculum Plans." NEA.

Pearl, Arthur. "New Careers and the Manpower Crisis in Education." NEA.

"A Position Statement on Certification and Accreditation." NEA.

"A Position Statement on the Concept of Differentiated Staffing." NEA.

"The Real World of the Beginning Teacher." NEA.

"References on Teacher Evaluation." NEA.

"Remaking the World of the Career Teacher." NEA.

Ryan, Kevin A. "A Plan for a New Type of Professional Training for a New Type of Teaching Staff." NEA.

"Salary Recognition for Meritorious Service: Selected References." NEA.

Selden, David. Evaluate Teachers. AFT.

Selden, David. Teacher Workload and Teacher Dropout. AFT.

Selden, David and Bhaerman, Robert. Instructional Technology and the Teaching Profession. AFT.

Sharpe, Donald M. "Studying Teacher Classroom Behavior to Determine How Paraprofessionals Can Help In the Classroom." NEA.

Summary Findings - The North East Regional Conference on Quality Educational Standards in Teaching. March 7-8, 1969. AFT.

"The Teacher and His Staff: Differentiated Teaching Roles." NEA.

"The Teacher and His Staff: Selected Demonstration Centers." NEA.

Weber, George and Marmion, William H. Merit Pay and Alternatives: Descriptions of Some Current Programs. NEA.

West, Jonathan P. "Negotiating for Professionalism: The Scope of the Collective Negotiations in Selected Urban and Suburban School Systems: Implications for Public Policy." NEA.

What We Need to Know About Educational Manpower. NEA.

Why Have Merit Plans for Teachers' Salaries Been Abandoned? NEA.

LIST OF SCHOOL PERSONNEL UTILIZATION PROJECTS 1970-71
FUNDED BY U.S.O.E.

PROJECT	DIRECTOR & ADDRESS
Adams High School	Alan Dobbins 5700 N.E. 39th Portland, Oregon 97211
Anniston Public Schools	George Layton, Superintendent Anniston Public Schools P.O.Box 1500 Anniston, Alabama 36201
Antioch-Putney Graduate School of Education	Morris Keeton, Dean Antioch-Putney Graduate School of Education Yellow Springs, Ohio
Beaverton School District #48	Harold Wik 303 S.W. Erickson Beaverton, Oregon 97005
Brookings Independent School	Bruce Crosswait Brookings Independent School District 601 Fourth St. Brookings, South Dakota 57006
Cherry Creek Schools	Edward Pino Cherry Creek Schools 4700 South Yosemite St. Englewood, Colorado 80110
Chicago Board of Education	Evelyn Carlson Board of Education City of Chicago Chicago, Illinois
Claremont Graduate School	Carolyn Ellner Claremont Graduate School Claremont, California
Coatesville Area School District	Ross Bortner 1515 E. Lincoln Highway Coatesville, Pennsylvania 19320

PROJECT	DIRECTOR & ADDRESS
Ferndale Public School District	Wilfred Gunderson Ferndale Public School District P.O. Box 698 Ferndale, Washington 98248
Florida State Department	Jim Moore Department of Education Tallahassee, Florida 32304
Hood River Valley High School	Charles Bowe Hood River Valley High School Route 2, Box 373 Hood River, Oregon 97031
Kansas City, Missouri Public Schools	Odell Thurman Director of Extended Services Kansas City, Missouri Public Schools Kansas City, Missouri 64130
Languna Beach Unified Schools	David Lloyd *Laguna Beach Unified Schools* Laguna Beach, California
Louisville Public Schools	Car Foster Louisville Independent School District 506 W. Hill Street Louisville, Kentucky 40208
Marin County Schools	Hollis Moore 201 Tamal Vista Boulevard Corte Madera, California
Mesa Public Schools	James Zaharis 809 W. Main St. Mesa, Arizona
Mounds View School	Roy Meyer 1900 W. County Rd. St. Paul, Minnesota
National Endowment for the Arts	Jack Bookbinder Artist in Residence School District of Philadelphia Philadelphia, Pennsylvania

PROJECT	DIRECTOR & ADDRESS
New Jersey State Department	Carl Swanson New Jersey State Department Trenton, New Jersey
New York City School District #3	Harold Braunstein District #3 N.Y.C.P.S. 80 Montgomery St. New York, New York 10002
Ontario-Montclair School District	Clark Lewis P.O. Box 313 Ontario, California 91764
Prince William County	William Volk County School Board Prince William County P.O. Box 389 Manassas, Virginia 22110
Stanford University (TLD)	Robert Koff School of Education Stanford University Stanford, California
Temple City Unified School District	Fenwick English 9516 E. Longden Ave. Temple City, California 91780
University of California at Santa Barbara	Norman Boyan University of California Santa Barbara, California
University of Massachusetts	Dwight Allen School of Education University of Massachusetts Amherst, Massachusetts 01002
Wayne County Intermediate School	Louis D. Monacel Asst. Superintendent Office of Federal, State & Special Programs 5056 Woodward Ave. Detroit, Michigan 48202

PROJECT	DIRECTOR & ADDRESS
Weber County School District	Bruce Griffin 1122 Washington Blvd. Ogden, Utah 84404
Western States Small Schools Project	Herbert Steffens Nevada State Department of Education Carson City, Nevada 89701
Wisconsin State University	Richard Hammes Coordinator of Research School of Education Campus Laboratory School Rm. 201 Wisconsin State University Oshkosh, Wisconsin 54901

S P U

Heralded amidst some acrimony and with a smile-producing acronym, the More Effective School Personnel Utilization program had a shaky but hopeful debut. Surprising notoriety was created despite the establishment of only one fully operating model based on a rather fuzzy, though promising, idea. Temple City and differentiated staffing instantly became as well known and as misunderstood as Summerhill and permissive education. We are now in our second experimental year, with a refined name and twenty new projects. Our hopes and our confidence are even higher. Some projects will fail, but some will carry the potential of a new education for children. We are even more encouraged by the hundreds of other schools who are now studying and developing new staffing patterns and staff training designs. Many requests for information come into the Resource Center every day from schools all over the country.

After initial caution, and some program modification, teachers are taking a closer look at the possibilities for a new definition of professionalism. The problems of implementing differentiated staffing have been frustrating, but the promise of support personnel at both the instructional and sub-instructional levels, has given teachers a reason to re-examine their role in the school organization.

Individualized learning is now a universal goal, but it will only be actualized when teaching is also individualized. There is no final answer, but we suspect that in some school building a school staff is now developing a model of effective school personnel utilization which will provide equal and maximum educational opportunity for each of its school children. This is the hope of differentiated staffing.

THE LEADERSHIP TRAINING INSTITUTE
for School Personnel Utilization

Chairman: Dwight W. Allen
Dean, School of Education
University of Massachusetts

Panel Members:

Bruce Caldwell
Project Director
Temple City, Calif.

Richard Clark
Staff Director of MESPU-LTI
Assistant Professor of Education
School of Education
University of Massachusetts

Joe Crenshaw
State Department of Education
Tallahassee, Florida

Thomas Cronin
The Brookings Institution

Roy Edelfelt
Executive Secretary
National Commission on Teacher Education and Professional Standards
National Education Association

William R. Fielder
Associate Professor Education
Claremont Graduate School

Jack Gant
Associate for Teacher Education
State Department of Education
Tallahassee, Florida

John Hopkins
Metropolitan Applied Research Corp.
60 East 86th Street
New York City, New York 10028

Robert Koff
Assistant Professor of Education
Stanford University

Walter Mars
Associate Secretary
American Association of Colleges for Teacher Education

Jim Olivero
Director Elect
Southwestern Cooperative Educational Laboratory, Inc.
117 Richmond, N.E.
Albuquerque, New Mexico 87106

Nick Revielle, Principal
Orangeburg Elementary School
Orangeburg, N.Y.

Sister Mary Richardine, B.V.M.
Director
Graduate Division
Clarke College

Dave Williams
Claremont undergraduate

Staff Members:

Phil DeTurk - Administrative Assistant - LTI
School of Education
University of Massachusetts

Edward Budelmann - Resource Center Director
School of Education
University of Massachusetts

SCHOOL PERSONNEL UTILIZATION

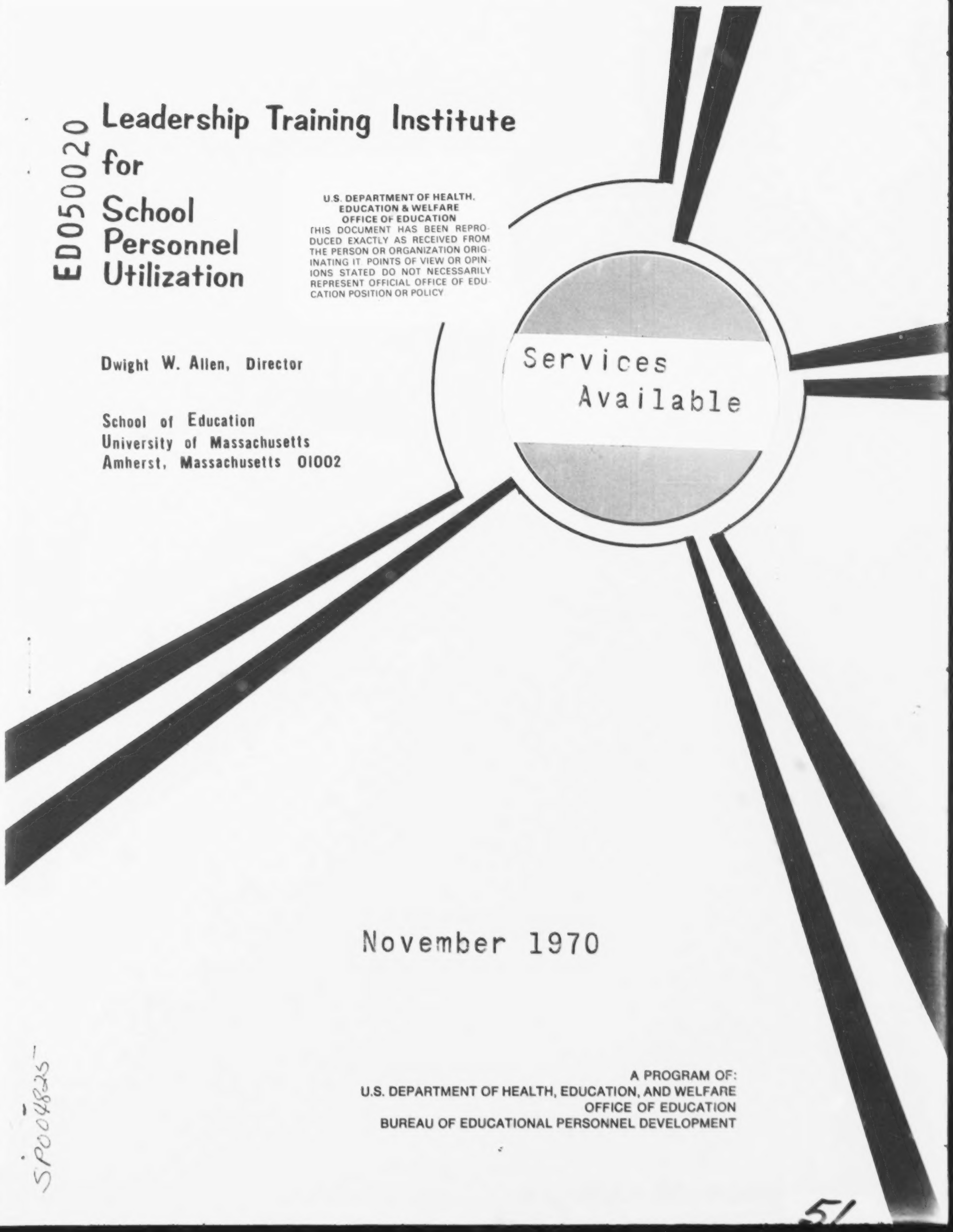
RESOURCE CENTER

The SPU Resource Center, located at the School of Education, University of Massachusetts, has been established by the Leadership Training Institute (LTI) of the EPDA School Personnel Utilization Program. It is a bank of written resources, audio and video tapes, films, slides and other media presentations available to schools and universities interested in developing staff utilization and staff training programs. The Center is in the development stage. Its emphasis will be on the dissemination of training materials for teaching and administrative personnel no matter what stage or what depth of staff utilization they are considering. Because of the rapidly growing interest in differentiated staffing and related innovative school practices, this bibliography will be continuously up-dated.

ED050020

Leadership Training Institute for School Personnel Utilization

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY



Dwight W. Allen, Director

School of Education
University of Massachusetts
Amherst, Massachusetts 01002

November 1970

SP004825

A PROGRAM OF:
U.S. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
OFFICE OF EDUCATION
BUREAU OF EDUCATIONAL PERSONNEL DEVELOPMENT

51

Leadership Training Institute for
School
Personnel
Utilization Program
(SPU)

DWIGHT W. ALLEN
DIRECTOR
(413-545-0233)

RICHARD J. CLARK
STAFF DIRECTOR
(413-545-0941)

SCHOOL OF EDUCATION
UNIVERSITY OF MASSACHUSETTS
AMHERST, MASSACHUSETTS 01002

SPU-LTI POST CONFERENCE SERVICES TO FUNDED PROJECTS

As announced at our conference in Colorado, the SPU-LTI is prepared to offer a wide variety of services to assist local projects with their training efforts. They are here briefly described. For further information call the SPU Resource Center, School of Education, University of Massachusetts, 413-545-0941.

VISITS

Routine Visits - The LTI will designate persons who will regularly visit sites to assess project needs and project development. The purposes for these visits will be to familiarize LTI personnel with project personnel; to clarify LTI services; to determine future services which will have greatest use; and to make advice to U.S.O.E. on program direction more specific and responsive. These visits may be initiated by project directors if they feel that a particular date will be a significant time to visit.

Human Resource Pool - The LTI will maintain a list of resource people who are competent to address specific project concerns. A major effort

A PROGRAM OF:
U.S. DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE
OFFICE OF EDUCATION
BUREAU OF EDUCATIONAL PERSONNEL DEVELOPMENT

here will be to recognize teachers from funded projects who will be helpful in providing training assistance to other projects. Teachers who are so used will be paid expenses and substitute fee by the requesting district. The LTI will pay directly to the teacher an additional fifty dollars as honorarium. Each project may draw up to $100 - two days' honorarium - for this kind of visitation by teachers. It will be the responsibility of project directors to recommend personnel for the resource pool. Project directors will also submit an evaluation to the LTI of the service received.

Teacher Exchange - Two projects can benefit by the direct and simultaneous exchange of teaching personnel for three to five days. This kind of visit can accomplish many things - independent assessment of a program, a new input in a particular aspect of a project, new ideas to "take back home," etc. It is assumed that teachers would substitute for each other and that a thorough briefing session would precede any exchange. Exchanging teachers will each be asked to submit reports to both project directors and the LTI. The LTI will reimburse teachers for travel and per diem costs. Boarding teachers at homes instead of motels and finding reasonably close projects for visitation will help make this program more cost effective.

DIRECT TRAINING ACTIVITIES

Simulation Workshops - LTI personnel will direct simulation activities on site, for project personnel, similar to those used at the National Training

Conference in Florissant, Colorado. The LTI will provide necessary materials (the ten hour Planning and Training games). Projects who want to do this on a regional basis will be given preference. The shorter (three hour) simulations (School Communications Game and Instructional Planning Game) may also be used in this way.

Evaluation Workshop - The LTI evaluation training component provides several services - visits at project director's request, a direct assistance clearing house, and workshops. A separate list of LTI evaluation services has already been disseminated.

Regional Workshops - The LTI will assist local projects that wish to organize a regional workshop on one or more specific issues. In particular, the LTI will help recruit and pay consultants. Specifics of this service will be negotiated by project directors on a regional basis.

Project Director Workshops - The LTI will hold occasional meetings of project directors for leadership training purposes.

TRAINING MATERIALS

SPU Filmstrips - Three filmstrips on differentiated staffing are now available for distribution. One copy of each title is available at no charge. Additional filmstrips will be available soon. The titles of filmstrips now available and soon to be finished are:

1. Teachers are Individuals, Too
2. Components of Differentiated Staffing
3. Planning for Differentiation
4. Comprehensiveness of Differentiated Staffing
5. Tooling Up for Change
6. Targets for Change

Duplication of Materials - Any materials appropriate for dissemination developed at one of the SPU funded projects will be duplicated by the LTI and one copy distributed to each of the other projects. The LTI will also pay for the extra printing and postage if directors will distribute their materials to each of the other projects without using the LTI duplicating service.

SPU-Cards - A set of cards developed by the Differentiated Staffing Institute at the University of Massachusetts has been made available by the LTI for distribution - one set free to each funded project. It is hoped that project personnel will elaborate on this idea by adding materials to the categories and also by adding new categories. The intention is to use project personnel, site visitors, and LTI staff to develop a common set of basic references on differentiated staffing for information purposes. Any additional SPU-Cards should be sent to the LTI for printing and duplication. In this way all existing sets will be kept up to date.

Simulation Kits - The LTI-developed school simulations are available for distribution. They are listed on the following page.

1. Inservice Training Design Simulation (10 hours)
2. School Planning Game (10 hours)
3. Instructional Planning Simulation (3 hours)
4. School Communication (3 hours)

Aside from the free set of each simulation to each funded project, additional sets are available at cost. The longer simulations can be used only under the direction of an LTI trained facilitator.

Innovation Films - Each project may use two of the 27 Dwight Allen Innovation films free of charge. Films may be borrowed from the LTI for up to one week. A brochure listing the films is enclosed. Please give us adequate advanced notice.

INFORMATION

SPU Newsletter - A quarterly publication from the LTI will alert project directors to announcements, conferences, personnel changes, U.S.O.E. directives and specific developments of interest to projects in differentiated staffing. Issues of common interest will be spotlighted. Additional free copies of the Newsletter are available on request.

Resource Center - Project directors have free access to the Resource Center located at the School of Education, University of Massachusetts. Copies of the most recent bibliography of materials in the Resource Center are available free of charge. Duplication of short non-copyrighted copies is provided.

Special Announcements - Occasional notices will be sent, such as this announcement of SPU-LTI services, when there is particular urgency to disseminate information.

SPECIAL PROJECTS

Task Analysis - The task analysis project described in Florissant by Dick Snow is being sponsored cooperatively by the School Personnel Utilization and Career Opportunities Program LTI's. This comprehensive effort will begin to be of use to project directors in the summer of 1971. Site visits will be arranged during the summer to help directors utilize this project.

Unique Project Developments - Five projects will receive a 500 dollar commission to develop materials about unique aspects of their programs. The products will be disseminated to all project directors. If you have not already recommended five projects about which you are especially interested, please do so now. Send recommendations to Dwight Allen, Dean, School of Education, University of Massachusetts, Amherst, Mass. 01002.

MISCELLANEOUS

The SPU-LTI will entertain ideas for service from any project director. Most of the services already indicated are in response to expressed needs. We are particularly indebted to the Center for Differentiated Staffing at Claremont for the strategies of Human Resource Pool, Teacher Exchange and Material Duplication. We look forward to this kind of cooperative exchange

of ideas with all SPU projects.

SPU-LTI Resource Center
School of Education
University of Massachusetts
Amherst, Massachusetts
01002

413-545-0941